



THE GLOBAL LINE



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403rd delivers machine guns in Korea, aviation units get brand new weaponry

By Nikki St. Amant
ASC Public Affairs

SOUTH KOREA -The Army Sustainment Command facilitated fielding some brand new – but not quite gift wrapped - mounted machine gun weapon systems to U.S. Army aviation units in the Republic of Korea this fall. Though a little early for Christmas, the systems were still greatly appreciated by the troops on the receiving end.

With the assistance of ASC's provisional 403rd Army Field Support Brigade, a TACOM-led team distributed more than 100 M240H



U.S. Army photo by Paul Wiatr

Larry Schmidt walks 2nd Combat Aviation Brigade Soldiers through the installation of the new M240H machine gun mount on a UH-60 Blackhawk helicopter in Korea in October. Schmidt is part of the TACOM-led fielding team that distributed more than 100 of the new weapons systems in Korea.

See MACHINE GUNS on page 6

In this Issue

Highlights of good work
around the command



Composite risk management - keeping the force strong

See page 3



405th resets Southern European Task Force

See page 4



Busy year in Europe winds down

See page 5

AMC fields Soldier-saving rollover simulators in SWA

By Sgt. Carlos M. Burger
American Forces Press Svc.

CAMP ARIFJAN, Kuwait - Aiming to reduce casualties suffered in Humvee rollover accidents, Army officials are fielding a new simulator they expect will prevent deaths and injuries in such accidents.

Since the campaign in Iraq began, at least 116 Soldiers have been killed and at least 132 injured in Humvee rollover accidents, according to Army statistics.

More than 8,000 soldiers have been trained so far in the

Humvee Egress Awareness Training simulator, or HEAT, and Army Material Command and U.S. Army Central are building more than 30 of the simulators to be fielded across the theater in the months ahead.

The Forward Repair Activity here, a team of more than 50 civilians from Anniston Army Depot in Anniston, Ala., and Red River Army Depot in Texarkana, Texas, are building the simulators, said Ed Morris, FRA chief.

See ROLLOVER on page 7

Holidays mean hope for peace, freedom

By **MG Jerome Johnson**
Commanding General

During the season that celebrates "Peace on Earth," many brave Americans are at war, fighting the forces of terror and tyranny. They serve thousands of miles away from their own loved ones, answering the call to duty for the sake of others they will never meet.

As we observe the Holiday season, let us make room in our hearts and minds for the thousands of dedicated American service members who will give us all a magnificent gift – the gift of laying their own lives on the line so that we can be free. It is a gift that is given willingly while asking for nothing in return – a gift that, too often, is simply taken for granted.

Remember too, our deployed civilians and contractors who support our armed forces. Many of them will spend the Holidays in remote places, far from our celebrations, working long and hard at a time when they could be celebrating themselves. They have freely given of themselves and made many sacrifices, choosing selfless service.

We should thank all who protect our freedom; keep them foremost in our thoughts, pray for them, offer them our best wishes and unqualified support, and solemnly promise that we will never forget them.

The Holidays are also the season of hope, and I sincerely hope that the day will come when the



entire world enjoys peace and freedom, and when our loyal Americans in uniform, who make peace and freedom possible, can come home for good. Until that hope is realized, I ask you to join me in wishing the very best to those who serve, and in hoping and praying for the success of their mission and their safe return.

May you and your family enjoy all the blessings that the Holiday Season has to offer, and may you have a happy, healthy and prosperous New Year.



THE GLOBAL LINE

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Composite risk management succeeds in supporting readiness, missions Armywide

What is it? CRM is the Army's primary risk management process for identifying and controlling risks across the full spectrum of Army missions, functions, operations, and activities.

Composite risk management supplements a focus on the main operation with consideration of other risks to give a complete picture of exposure. There is no separation of tactical or accidental, deployed or garrison, field or shop, on duty or off duty-it is risk management 24/7, because Soldiers and civilians are vital Army assets whether engaging the enemy, recocking back home, or on block leave. The enemy, materiel, the environment, and human factors-during a mission or outside of it-all interact. All hazards are identified and control measures identified then applied to mitigate the hazards.

What has the Army done? The primary premise of CRM is that it does not matter where or how the

loss occurs, the result is the same-decreased combat power or mission effectiveness. The guiding principles of CRM are as follows:

- * Integrate CRM into all phases of missions and operations, to include planning, preparation, execution, and recovery.

- * Make risk decisions at the appropriate level. As a decision-making tool, CRM is only effective when the information is passed to the appropriate level of command for decision. Commanders are required to establish and publish approval authority for decision-making. This may be a separate policy, specifically addressed in regulatory guidance, or addressed in the commander's training guidance. Approval authority for risk decision-making is usually based on guidance from higher HQ.

- * Accept no unnecessary risk. Accept no level of risk unless the potential gain or benefit outweighs the potential loss. CRM is a decision-making tool to assist the

commander, leader, or individual in identifying, assessing, and controlling risks in order to make informed decisions that balance risk costs (losses) against mission benefits (potential gains).

- * Apply the process cyclically and continuously. CRM is a continuous process applied across the full spectrum of Army training and operations, individual and collective day-to-day activities and events, and base operations functions. It is a process that is used to continuously identify and assess hazards, develop and implement controls, and evaluate outcomes.

- * Do not be risk averse. Identify and control the hazards; complete the mission.

For more information on composite risk management, visit <http://www.army.mil/aps/06/maindocument/infopapers/66.html>

(Army News Service)

Soldiers to get self-service HR system in 08

WASHINGTON - The Army plans to transform the way it manages its human resources by launching the Defense Integrated Military Human Resources System in early 2008.

DIMHRS is a secure, self-service Web system that will give Soldiers 24/7 access to personnel data and the ability to update and review key personnel and family information without seeing a personnel specialist.

"DIMHRS is a congressional mandated program spearheaded

by DoD, and will result in the Army significantly transforming the way it delivers military personnel and pay," said Maj. Gen. Carlos (Butch) Pair, Defense Business Systems Acquisitions Executive. "DIMRS will provide Soldiers significant Web-based self-service capabilities, integrate all components on one database, and significantly reduce workload for commanders and Soldiers."

The self-service system will help Soldiers avoid traditional written or verbal processes that can be

time consuming and costly. DIMHRS will enable Soldiers to initiate requests for: assignments, training, retirement, record updates, awards, family-member travel, transition from the Reserve to Regular Commission, enlistment extensions, various waivers and enlisted commissioning programs.

DIMHRS' self-service capabilities will also allow Soldiers to more efficiently start, stop or modify discretionary allotments and savings

See *SELF-SERVICE* on page 8

Italy brigade resets SETAF equipment

By Jennifer King
405th AFSB Public Affairs

The 3rd Battalion, 405th Army Field Support Brigade, in Livorno, Italy, recently completed 13 months' reset work on Southern European Task Force vehicles returned from Afghanistan operations.

"This mission was an outstanding success and a credit to the men and women of this battalion – to their dedication, commitment and talent," said Lt. Col. Harvey Robinson, commander of the 3rd Battalion. "The skill of the workforce was tested on some occasions, but their professionalism and dedication prevailed."

Chief Warrant Officer 3 John DiBias, the brigade maintenance officer for the 173^d Airborne Brigade Combat Team, was very impressed by the work done by the 3rd Battalion.

"The 3rd Battalion of the 405th AFSB did a phenomenal job supporting both the brigade and SETAF," DiBias said. "Since signing for the equipment that was reset by the Livorno team, we have used the equipment in training throughout Italy and in Germany with no problems."

"I was recently approached by another warrant officer in the brigade and he remarked, 'I do not know what we would have done without their help.' The bottom line is that they did a fantastic job, and we are very pleased with the quality of work and the support received."

In addition to being used for training for future deployments, the reset equipment will be utilized to support airborne operations and for daily administrative and logisti-



U.S. Army photo by Emma Sardella

Pasquale Corradini, an Italian employee with the 3rd Battalion, 405th Army Field Support Brigade, works on a Humvee in Livorno, Italy. Efforts like these were part of a 13-month effort to reset vehicles used in Afghanistan for the Southern European Task Force.

cal purposes.

Equipment reset is a long and involved process at the battalion level. Each piece of equipment goes through an average of nine steps:

1. receive the equipment from the field
2. perform an initial inspection of the equipment
3. requisition any repair parts needed for the process
4. receive the repair parts
5. execute all vehicle repairs
6. paint the vehicle as required
7. provide the vehicle to quality assurance personnel for final acceptance verification
8. perform a joint technical acceptance with the receiving organization.
9. coordinate transportation of the equipment back to the receiving organization

"The most important piece of the process is the quality of the initial

inspection to technical manual 10/20 standards," said Curtis Dabney, director of maintenance for the 3rd Battalion. "We are blessed to have a workforce that has an average tenure of 20 years' experience doing this, so this work is very routine for them."

Reset work is just one of many missions that the 3rd battalion does to support SETAF.

"We are responsible for maintaining SETAF's leave-behind equipment when they deploy," Dabney explained. "We also provide logistics support and logistics assistance representatives to support them in automotives, communications, and other areas."

Other support to SETAF includes communications and electronics, small arms and fire control maintenance on site in Vicenza, Italy, assisting returning units, and storing training ammunition in Livorno.

Europe brigade wraps up busy year

By Jennifer King

405th AFSB Public Affairs

Change swept through the 405th Army Field Support Brigade, bringing a whirlwind of activity to the U.S. Army Materiel Command's and the U.S. Army Sustainment Command's European theater of operations. Over the past year, the 405th AFSB inactivated battalions in Hythe, U.K.; Eyselshoven, Netherlands; and Bettembourg, Luxembourg. Two new battalions were activated in Germany: the 1st Battalion in Kaiserslautern and the 2nd Battalion in Vilseck. The Army Field Support Battalion-Livorno, Italy, was re-designated the 3rd Battalion, and AFSB-Europe was re-designated the 405th AFSB.

The 405th AFSB was also realigned, placing it under the operational control of the 21st Theater Support Command, headquartered in Kaiserslautern, Germany, while the 405th AFSB accepted operational control of the Logistics Contract Management Office from the 7th Army, U.S. Army Europe. The 405th AFSB will also be accepting operational control of the 2/502nd Aviation Battalion, currently under the operational control of the 7th Army, USAREUR.

"Our most significant accomplishment by far was the outstanding support we provided to USAREUR units while completing our portion of the European Transformation and Global Rebasing and Restructuring initiatives," said Col. Bobby Ray Pinkston, commander of the 405th AFSB. "Through our activities, AMC and ASC are paving the way for Army transformation in Europe. These changes will streamline our operations and increase our



U.S. Army photo by Luca Malaguti

3rd Battalion, 403rd Army Field Support Brigade, personnel based in Italy load Bailey bridge components for transport to Afghanistan this past summer.

support to Soldiers."

The 1st Battalion activated in August and has already started seizing opportunities to assist Soldiers. The battalion has taken over operations at the Germersheim Staging Activity, in Germany, where one key mission is the retrograde of 1st Armored Division equipment back to the U.S.

"We have also taken control of all of the Army Materiel Command assets in Kosovo," said Lt. Col. Ronnie Bell, Jr., commander of the 1st battalion. "The first major mission was to replace a percentage of ready for issue items that were worn out. We are now monitoring the transfer of authority."

The 2nd Battalion activated in July and is supporting the 2nd Cavalry Regiment with a brigade logistics support team. It's also assisting with the formation of the 12th Combat Aviation Brigade.

"We are providing direct support to two rapidly deployable brigades

in all logistics areas, including support to weapons systems, ground mobility systems, Army aviation and communications systems," said Lt. Col. Jordan Chroman, commander of the 2/405th AFSB. "We have units stationed at Grafenwoehr, Germany, and various Joint Multinational Readiness Center locations, so we are prepared to provide Soldier support wherever and whenever it is required in our area of operations."

The 3rd Battalion, in particular, worked closely with forces in combat. The battalion performed a critical mission by receiving, repackaging and shipping eight bridges and associated equipment to Afghanistan. "This mission is a great example of the work we are doing, not just in support of the Soldier, but through joint operations with other military agencies," said Lt. Col. Harvey Robinson, battalion commander.

Machine guns

Continued from page 1

weapon systems to Army units SouthKoreat in October.

The M240H replaces the standard M60D mounted machine gun used by Army aviation units since 1957. The M60D was widely used in and gained notoriety for its service in the Vietnam War, but complications with reliability, especially in dusty or sandy locations were common. Sgt. 1st Class Kenneth Salazar, one of the TACOM fielding team members, said the new weapon system greatly improves upon the reliability and functionality of its predecessor.

"Many of the old M60Ds have outlasted themselves. Within the aviation community, there was a strong need for a more reliable weapon system," he said. "The new M240H is easier to maintain, faster in fire power, and versatile."

The M240H has a maximum rate of fire of 650 rounds per minute, compared to the 550 rpm put out by the M60B; has an improved flash suppressor, Picatinny rails,

an extended charging handle; and can convert from a door-mounted weapon to a removable, ground configuration in less than a minute.

Delivery of this and similar much-needed equipment to forces in the ROK is one of the 403rd AFSB's many responsibilities. Paul Wiatr, a logistics specialist and part of the brigade's Acquisition, Logistics and Technology branch said his group spends at least 60 to 75 percent of their time facilitating visits by technical specialists and fielding teams, enabling units and Soldiers to focus on their warrior tasks and avoid having to use valuable time to coordinating with multiple commands and program managers.

"We're working six or seven of these visits right now," Wiatr said. "Each one involves so much work to make it happen. We coordinate transportation, theater clearances, shipment of equipment, security and accountability for equipment, SOFA clearances and anything else needed to get the training and

the equipment to the troops. And all of it is done in the shadows. Some people call us a PM (program manager), but I think facilitator is a more appropriate term."

Soldiers on the receiving end agree Wiatr's work makes their job easier. "Keeping units supplied with serviceable equipment is absolutely vital," said Chief Warrant Officer 2 Eric Burns. "That applies to the war on terrorism, our mission here in Korea, and any other endeavors in which the Army participates. I am very impressed by the fact that the Army provided us with brand new weapons and the efficiency with which they were delivered to us."

Burns is a UH-60 Blackhawk pilot and the arms room officer-in-charge for C Company, 2nd Battalion, 2nd Aviation Regiment.

"The M60s we had were in pretty rough shape," he said. "The Soldiers who used them regularly complained about performance and it was extremely difficult to keep them in an acceptable readiness rate for a combat-oriented unit. Conversely, the M240Hs we received were immaculate."

Burns went on to say "It all went a lot more smoothly than I anticipated, and the proficiency of the fielding team set the precedent. It's really gratifying to be part of a unit that does receive highly sought after, brand new equipment. It improves morale. Soldiers get excited when they get new equipment, especially weapons."

The fielding team went on to Japan, Hunter Army Airfield in Georgia and Fort Riley, Kan., with another mission scheduled for National Guard units in New Jersey before the holidays.



U.S. Army photo by Paul Wiatr

Larry Schmidt walks 2nd Combat Aviation Brigade Soldiers through the installation of the new M240H machine gun mount on a UH-60 Blackhawk helicopter in Korea in October. Schmidt is part of the TACOM-led fielding team that distributed more than 100 of the new weapons systems in Korea.

Rollover *Continued from page 1*

Morris said Lt. Col. John Hermann, AMC support operations officer, coordinated the efforts to have the HEAT trainers built. Camp Arifjan was chosen to undertake this project because the FRA is the only unit in the theater that has all the skill sets necessary to complete it, he said.

"We have depot-level machinists, welders and mechanics all at one location, and those are the skills necessary to build this. There's no worrying about having to deal with outside sources," he said. Chief Warrant Officer Rikki Cox, also with the FRA, came up with the idea for the simulator, said Chris Turner, a welder from Anniston depot.

Building the HEAT is a team effort, Turner said. It takes four days to make one, and it's built from ground up with spare parts and damaged Humvees. The front and rear ends are cut off, and the Humvee cab is then fused to a base frame and hooked to an electric motor.

Two other team members, Micah Garrett and Corey Jenkins, also from Anniston Depot, devote long hours daily to the completion of the HEAT simulators. Both are responsible for the overall assembly of the base frame, sometimes working 16-hour shifts welding and drilling the base frame.

"It's a new experience being away from my family, but I'm glad to be here. I feel good about what I do. I feel that I'm helping the Soldier in some way," said the 22-year-old Garrett, an Alpine, Ala., native.

Jenkins, a Mumford, Ala., native and former Soldier of 10 years, knows what the HEAT is worth to



U.S. Army photo by Sgt. Carlos M. Burger

Ryan Thurston, a Forward Repair Activity worker, cuts a Humvee cab in Kuwait, which will be made into a rollover simulator for Soldiers.

the modern warfighter. "This simulator is good training for the Soldiers," he said.

Although the HEAT carries a price tag of about \$33,000, Brandon McDaniel, a heavy mobile equipment repairer from Anniston Depot, said he thinks its benefit far outweighs its price.

"It's a good program. It's saving lives, and if it saves one life, then it's worth the money. Anything that we do, whether it's putting on body armor or this simulator, is worth it if it saves Soldiers on the battlefield," he said.

The 30 HEATs will be sent to camps in Kuwait, Afghanistan, Iraq and Qatar.

He also said the FRA is proud of

the work it does preparing the simulators and getting them fielded.

"The team here is really dedicated to this program, because of all the potential to save lives. There has been a lot of Soldiers killed in rollover accidents, and they put long hours and hard work into building this. It's a team effort, and we know the importance of what we're doing," Morris said.

"Since I've been here, I've had Soldiers come up and thank me and my team for what we do here, and that's a blessing," Garrett added.

Editor's note: The Camp Arifjan FRA is overseen by the Army Sustainment Command's brigade based in Kuwait.

Self-service Continued from page 3

bonds; complete an Employee Withholding Request (Form W-4); complete an Employee Reissue W-2 Request; change personal direct-deposit information; and change their state of legal-residence declaration.

"This real-time functionality will decrease processing time for personnel-action requests and improve customer service by virtually turning the personnel-action process into an almost paperless en-

vironment," said Sgt. 1st Class Jose Miranda, DIMHRS Clearinghouse noncommissioned officer. Soldiers will be able to track the progress of their requests from initial submission to final approval. Electronic signatures, e-mail notifications and automatic routing are also available.

Another key function in DIMHRS is the view-only screen, which lets Soldiers view such personnel and pay items as family member infor-

mation; Certificate of Release or Discharge from Active Duty and any corrections to their DD Form 214; Service Members' Group Life Insurance election; Leave & Earnings Statements and Wage and Tax Statement (Form W-2); Record Brief; currently assigned checklists; a record of civilian and military education, awards, contracts, and evaluations; and a DA photo.

(Army News Service)

A job well done



U.S. Army photo

On Nov. 22, Col. Mario Coronel, Commander, Army Field Support Brigade CONUS-West, presented general officer letters of appreciation to Joint Munitions and Lethality Life Cycle Command logistics assistance representatives Ron Roberts, Tom Evans, Melton Henry and Leon Ramp, pictured above from left to right. Brig. Gen. Ernest E. Porter, Deputy Chief of Staff G-1 for Forces Command sent letters of appreciation to these LARs for their support in conducting special inspections of Simunition rounds - non-lethal ammunition similar to paintballs. These rounds were intended for pre-deployment, force-on-force, close-combat and military operations training at Ft. Hood, Tex. The LARS sampled more than 16,000 rounds, resulting in the certification and issue of 110,000 rounds to the 1st Cavalry Division.

BE SAFE. COME HOME.

Deployed Soldiers and civilians face danger every day.

Follow guidelines and standard operating procedures.

Stay alert and manage risks. Come home **ARMY STRONG.**



BEWARE! OLD MAN WINTER'S OUT TO GET YOU!

By Nikki St. Amant
ASC Public Affairs

Finally, it's here - the idyllic beauty of the winter wonderland of our dreams is here. Sledding, skiing, visiting family and friends for the holidays, hot chocolate by the fire and campy scenes of family joy against a backdrop of blinding white snow and lights.

IT'S ALL A LIE! Back here in reality, people break their necks on the danger-fraught sledding slopes of small towns across the country. In the real world, people die on backroad byways and interstate highways trying to get to that holiday spread at Aunt Whoever's house. They also set their Christmas trees on fire like it's the next biggest trend. And to top it off, the fire department and ambulances don't show up for hours because there's three inches of black ice on the road and the snow's coming in sideways at 40 miles an hour. Happy holidays?

Winter is an icy maelstrom of danger. It's horribly good at ruining people's lives compared to the other three seasons. That's because it's sneaky.

No one thinks they're going to slide off an empty stretch of highway and be trapped for days. And the Christmas tree's not going to spontaneously combust from those pretty lights that just have to stay on 24-7. With all those people in the house, surely someone is watching the baby. Unless you forgot to shovel a path, those few steps to the car across the driveway aren't supposed to leave you disabled with back injuries and broken bones.

It's easy to relax this season - work slows down, all is merry and bright - BUT DON'T! Winter is worse because it makes even the most routine task or activity exponentially more dangerous. Use that gray matter you keep in that hard-as-steel noggin and get one over on Old Man Winter this year.

At the right are some suggestions from reputable safety sources like the National Safety Council. Hang them on your fridge, hound your kids, nag your spouse, buy the safety stuff you need and you just might make it to Spring.



Holiday safety

- Don't have open flames, like candles, within 10 feet of trees.



Courtesy photo
Seven-second Christmas tree fire.

- Ensure trees are watered regularly and discard dying trees when needles start to brown.
- Turn off all the holiday lights when you leave the area or go to bed.
- Ensure holiday plants are out of the reach of small children
- Be careful and buy gifts that are age appropriate and be aware that smaller children may try to play with older children's gifts, which could lead to choking or other injuries.
- Keep an eye on kids at all times.
- The holidays mean lots of food. Wash hands and surfaces with anti-bacterial soap after touching uncooked foods.
- Don't drink and drive and don't allow visitors to either. Drink responsibly and arrange for designated drivers or call a cab.
- Winter can cause the "blues". Get plenty of exercise, eat right, and talk to friends and family if you are feeling down. Seek professional help if needed.



Road safety

- Have your car properly winterized. Ensure you have the right fluids, tires, chains and other equipment for the area.
- Pack a winter survival kit with blankets, water, a cell phone, a flashlight, non-perishable foods, waterproof matches, jumper cables, a tow rope, shovel and sand. Also make sure you have flares, a first aid kit, and a spare tire.
- Drive for the weather. Slow down and maintain distance. Be on the lookout for ice and snow drifts. Pull over if conditions are too hazardous. If skidding, turn the wheel in the direction you want to go.
- Don't drink and drive. Drive defensively. Call police and report accidents and hazardous situations. Be careful when accepting help from strangers.

Outdoor safety

- Kids should never play outside alone in winter. Establish a buddy system or supervise them.
- Make sure kids are dressed in layers and appropriate outerwear like coats, snowsuits, gloves, scarves, hats and boots rated for the temperature
- Check periodically to make sure kids are warm and gloves and boots are keeping out snow, ice and water.
- Everyone should use the appropriate gear for winter activities. This includes helmets, knee and elbow pads and properly maintained skis, sleds, boards and skates.
- Sit up or kneel while sledding. Laying down can lead to spinal injuries. Avoid icy slopes in all cases.
- Never skate alone. Ice must be a minimum of 4 inches thick. Avoid venturing onto ice over rivers or other moving bodies of water - the thickness of the ice can vary greatly.
- Regularly replenish salt on steps, driveways and sidewalks. Keep these pathways constantly clear of snow and ice.
- Never build tunnels or snow forts or play in snow banks. They can collapse and cause suffocation in minutes.

